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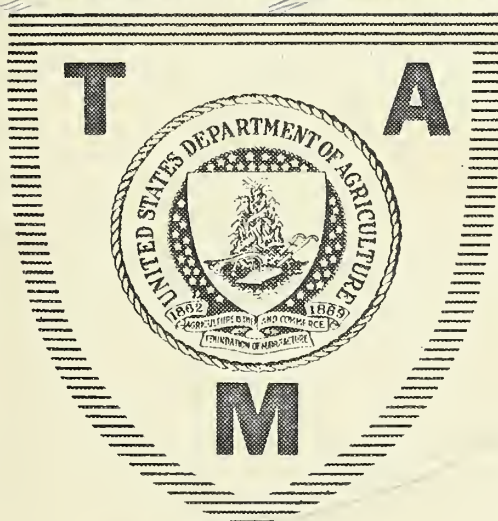
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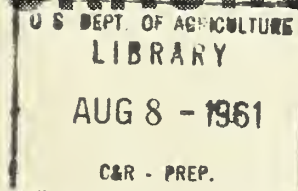
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OHIO-KENTUCKY

30
TRAINING IN
ADMINISTRATIVE MANAGEMENT



3k
WORKSHOP



HELD AT

UNIVERSITY OF KENTUCKY
LEXINGTON



JUNE 12-17, 1960 //

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F O R E W O R D

Training in Administrative Management is a joint enterprise of all of the Agencies of the U. S. Department of Agriculture. It is designed to assist field employees in developing methods of coping with the problems they encounter in their administrative duties. Under the direction of the Secretary's Management Improvement Committee, two-week TAM Institutes have been conducted at various locations throughout the country. Graduates of the Institutes plan and conduct one-week TAM Workshops as a condition of their participation.

We who attended this work shop will testify that no more accurate terms than "participant" and "workshop" could be applied to this type of training. We hasten to add that we have found this to be an exceptionally effective way of gaining knowledge and practice in management skills. The knowledge and skills that were planted during this week will yield benefits to all of us, and to our agencies in the years to come.

This report was compiled while the workshop was in session. We have ✓
tried to develop the subjects presented at each session and to catch each speaker's intent and main ideas.

Due to the pressure under which these proceedings were prepared, there may be some omissions or misinterpretations in our reporting. If so, it is felt they are minor in nature, and will not detract seriously from the material presented herein.

A C K N O W L E D G M E N T S

We, the participants in the Ohio-Kentucky USDA TAM Workshop, wish to express our sincere appreciation to our Agencies for having selected us to attend this intra-Department training effort. ✓

Our special thanks go to the TAM Workshop Planning Committee which arranged an excellent program and kept things rolling smoothly throughout the session. This Committee included:

Arthur J. Nastre, Chairman
Special Staff Assistant
CSS Commodity Office
Cincinnati, Ohio

Harvey D. Bradley
Area Conservationist, SCS
Owensboro, Kentucky

Hugh James
State Director, FHA
Lexington, Kentucky

James M. Koepper
Statistician in Charge
Agr. Estimates Div. AMS
Louisville, Kentucky

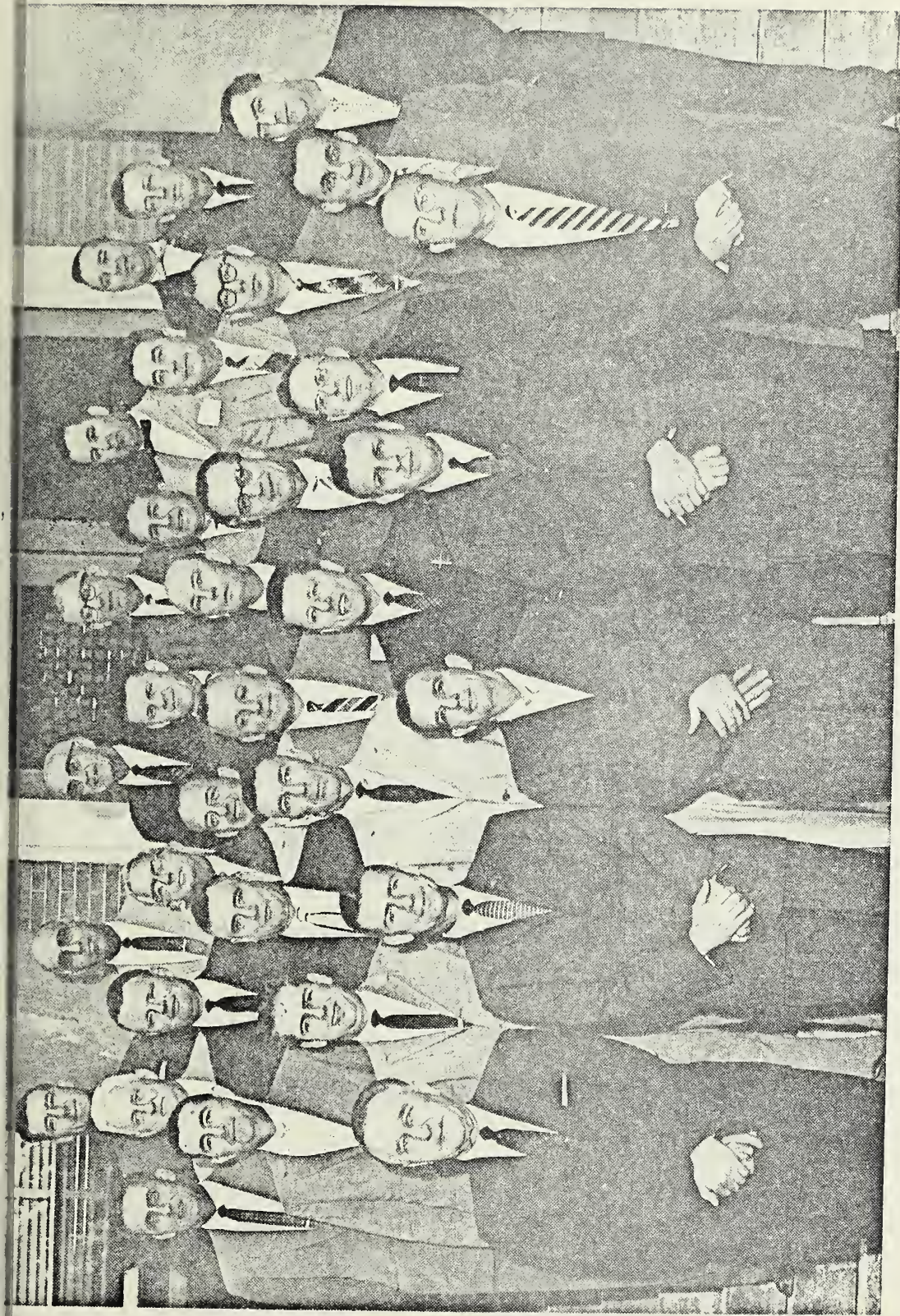
The participants are grateful to Dean Welch, and the University of Kentucky, for use of the College of Agriculture facilities.



Thanks are also in order for J. E. Humphrey of the College of Agriculture staff, who worked diligently to make all local arrangements on the campus.

We are deeply grateful to each of the speakers who so generously gave their time to share with us their knowledge and experience.

The Workshop participants also wish to express their special thanks to the Director of the Cincinnati CSS Commodity Office, Mr. Harley E. Banks for his kindness and fine cooperation with respect to the activities of our workshop, in providing the equipment and personnel required for the duplicating of this publication, as well as making available so much of the time of his Staff Assistant to serve as Workshop Chairman.



1st Row - George Young, James Dye, Joe Tarry, William Bryan & Clinton Newman
 2nd Row - Dean Hasenmyer, Reynolds Lowe, Melvin Smith, Robert Hilliard & Lawrence Haack
 3rd Row - Robert Marcum, Homer Yonts, Joseph Blaha, Arnold Broberg, Frank Bell & John Foley
 4th Row - Roy Keely & Aubrey Feltner
 5th Row - Joseph Griffiths, Odea Evans, Noel Sheldon, Paul Vursell, Heber Vance, Leroy Boger
 Robert Barre & Harvey D. Bradley
 6th Row - Hugh James, Arthur J. Nastre, Jim Humphrey, Raymond Lickert, Dean Spearman & James M. Koeppe.



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UNITED STATES DEPARTMENT OF AGRICULTURE
TAM (TRAINING IN ADMINISTRATIVE MANAGEMENT) WORKSHOP

HELD AT

UNIVERSITY OF KENTUCKY, LEXINGTON

June 12 - 17, 1960

PROGRAM

Sunday, June 12

Registration - Lobby of Donovan Hall - 4:00 p.m. to 8:00 p.m. (EST)

Monday, June 13
Morning Session - 8:30-12:00

Introductions and Announcements	Arthur J. Nastre Special Staff Assistant CSS Commodity Office Cincinnati, Ohio
Welcome	Frank J. Welch Dean, College of Agriculture University of Kentucky
Background of TAM Institutes and Workshops	Harvey D. Bradley Area Conservationist, SCS Owensboro, Kentucky
Objectives of this Workshop	Hugh James State Director, FHA Lexington, Kentucky
How the Workshop Will be Conducted	James M. Koepper Statistician in Charge Agric. Estimates Div., AMS Louisville, Kentucky
University Facilities Available	J. E. Humphrey Workshop Coordinator for the University of Kentucky

Afternoon Session - 1:00-4:30

Getting Acquainted with Each Other and the Work of our Agencies	All Participants
Reviewing our Objectives and and Responsibilities	Members of Planning Group
Organizing for Action	Committee Members
Feed-back Session	Committee Chairmen

Tuesday, June 14
Morning Session - 8:30-12:00

Broader Understanding of USDA
(Emphasis on Functions and
How they are Integrated)

Clarence L. Miller
Asst. Secretary of Agriculture
for Marketing & Foreign
Agriculture
Washington, D. C.

Discussion Period

All Participants

Afternoon Session - 1:00-4:30

Fundamentals of Management

Henry G. Herrell
Asst. Administrator for
Mgmt., AMS, USDA
Washington, D. C.

Discussion Period
and
Work Session

All Participants

Wednesday, June 15
Morning Session - 8:30-12:00

Getting, Developing, and Keeping
Good Administrators

George A. Young
Employee Development Officer
AMS, USDA
Washington, D. C.

Discussion Period

All Participants

Strengthening Human Relations
in Management

Martin M. White
Dean, College of Arts & Sciences
University of Kentucky

Discussion Period

All Participants

Afternoon Session - 1:00-4:30

Promoting Professional Stature
in the Federal Service

John C. Ryan
Chief, Examining Division
6th Civil Service Region
Cincinnati, Ohio

Discussion Period

All Participants

Thursday, June 16
Morning Session - 8:30-12:00

Management Controls	Ralph E. Quick Vice President Brown & Williamson Tobacco Corp. Louisville, Ky.
Question Period	All Participants

Afternoon Session - 1:00-4:30

Decision Making	Malcolm H. Holliday, Jr. Asst. Administrator (Opns) FHA, USDA Washington, D. C.
Applying the Process	Work Groups
Reports and Critique of Process	Group Reporters

Friday, June 17
Morning Session - 8:30-12:00

The General Manager in Government	Ernest C. Betts, Jr. Director, Office of Personnel, USDA Washington, D. C.
Discussion Period	All Participants

Afternoon Session - 1:00-4:30

Evaluating the Workshop	George A. Young, AMS
Presentation of Certificates	Members of Planning Group
Closing Remarks	Members of Planning Group

Monday, June 13, 1960 - Morning Session

Presiding: Arthur J. Nastre (CSS)

THE WORKSHOP BEGINS

Art Nastre, Special Staff Assistant, CSS Commodity Office, Cincinnati, and Chairman of the Ohio-Kentucky Workshop Planning Committee, sounded the "gong" promptly at 8:30 a.m., June 13th for the beginning of the TAM workshop at the University of Kentucky. After a pleasant welcoming statement, Art made it plain that this was a "working conference." The roll was called, and each participant introduced himself, giving his location, agency and preferred first name or nick name. Mr. Nastre outlined how the proceedings would be conducted, reviewed committee assignments and discussed selected responsibilities of participants during the workshop.

Hugh James, Kentucky State Director, Farmers Home Administration, a member of the Planning Committee, welcomed the group and introduced Dr. Frank J. Welch, Dean of the College of Agriculture, University of Kentucky. Dr. Welch gave the group a cordial welcome to the university. He stated that due to the vast changes that are occurring in agriculture; the multiplicity of agricultural problems, and the increasing problems and agencies in the field of agriculture, a workshop of this type was very worthwhile. Dr. Welch graciously offered the facilities of the university to the conference, and assured assistance and cooperation in every possible way.

Harvey D. Bradley, Area Conservationist, SCS, also a member of the Workshop Planning Committee, next presented the background of TAM Institutes and Workshops. He explained that these are a coordinated USDA effort to bring about improvement in Administrative Management for our large and complex organization of approximately 100,000 employees. He traced the history of TAM Institutes and Workshops from the five Pilot Workshops in 1958. He reviewed the establishment of the Management Improvement Committee of the Department and their approval of the four Institutes held in 1959 at Santa Barbara, California; Athens, Georgia; Amherst, Massachusetts, and Stillwater, Oklahoma.

The planning group for this workshop attended the TAM Institute at Amherst, Massachusetts.

Hugh James then presented the objectives of this Workshop. He clearly explained and specifically pointed out that TAM Workshops are designed to assist us to:

1. Gain a broader understanding of the USDA's programs, agencies, functions and activities.
2. Improve and further develop the management attitudes, skills, and abilities we presently possess, and
3. Improve our knowledge of sound management practices.

James M. Koepper of the Agricultural Marketing Service, the fourth member of the Planning Committee, next presented "How the Workshop will

be Conducted." He stated that we already knew how the Workshop would be run. "You are going to run it," he stated. He emphasized the importance of participation by each member of the group. The duties of those presiding and summarizing, and the functions of the various committees were outlined by Mr. Koepper.

Summary prepared by:

Clinton H. Newman (FHA)

Monday, June 13, 1960 - Afternoon Session

Presiding: Dean Hasenmyer (AMS)

GETTING ACQUAINTED WITH EACH OTHER & THE WORK OF OUR AGENCIES

The presiding officer requested each participant to give a two minute autobiographical sketch. One representative from each agency at the workshop gave a ten minute description of the work of his agency.

1. Four divisions of the Agricultural Marketing Service were represented.

- A. The Agricultural Estimates Division prepares and disseminates statistics of agriculture. Most of the basic information is obtained, largely by mailed questionnaires, from farmers and agriculturally related business people.
- B. The Livestock Division is responsible for meat grading and acceptance work.
- C. The Grain Division inspects to assure quality is as represented. Although inspection is mandatory only on interstate shipments, practically all grain shipped intra-state is also inspected.
- D. The Tobacco Division is responsible for inspection, market news and demonstration services. Inspection certifies tobacco to meet certain standards based on group, quality and color, issues market news

reports to advise farmers as to value of tobacco offered for sale. Demonstrations instruct farmers in proper preparation of tobacco for market.

2. The ASC administers the acreage allotment program and agricultural conservation program; the soil bank; and price support by offering non-recourse loans on basic farm crops. The ASC also stores surplus grain and finances drying and storage equipment, and makes incentive payments on wool and sugar.
3. The Extension Service is the educational arm of the USDA and is administered on Federal, State, and County levels. They have a research program to develop new methods, and better varieties of crops and breeds of livestock.
4. The Farmers Home Administration provides credit and management aid to eligible farmers, enabling them to establish sound farming enterprises through loans for farm and home operations, farm ownership, soil and water conservation, farm housing and emergencies.
5. The Rural Electric Administration's main purpose is to make long term loans to farmer owned cooperatives, and other power suppliers to build rural electric systems; and to independent companies and cooperatives to extend and improve rural telephone service.
6. The Soil Conservation Service administers programs to

conserve soil and water resources through technical assistance to Soil Conservation Districts; administers watershed protection and flood prevention program; the National soil cooperative survey, the Great Plains conservation program, and snow survey in western states. SCS has technical responsibility in the Agricultural Conservation Program, Soil Bank Program, Rural Development Program, and is responsible for the development of the National Inventory of Soil and Water Conservation needs.

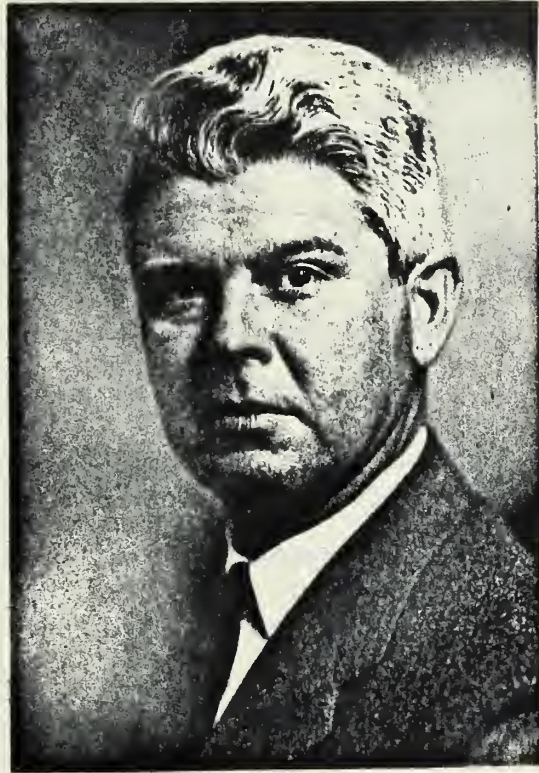
7. The Forest Service manages 151 National Forests (181 million acres), under the multiple-use principle - Timber, water, wildlife, and recreation. It cooperates with State and private agencies and carries on forest research.

Summary prepared by:

Reynolds N. Lowe (AMS)
James W. Dye (SCS)

Tuesday, June 14, 1960 - Morning Session

Presiding: Joseph R. Griffiths (FS)



Clarence L. Miller, Assistant Secretary of Agriculture, attended the University of Kentucky and Western Kentucky State College. He took over the operation of the family farm when about 18 years old, and has operated it for the past 28 years.

In July 1953 he was named Chairman of the Kentucky State Stabilization and Conservation Committee. He left that position in June 1954 to become Director of the CSS Tobacco Division, Washington, D. C. On November 27, 1956 he was named Associate Administrator of the Commodity Stabilization Service, a position he occupied until his appointment December 17, 1958 as an Assistant Secretary of Agriculture and as a member of the Commodity Credit Corporation Board of Directors.

He was Vice-President of the Kentucky State Fair 1950-54, and has been a member of the Farm Bureau for nearly 22 years, including periods of service as President of the Shelby County Farm Bureau and Vice-President of the Kentucky State Farm Bureau Federation.

BROADER UNDERSTANDING OF USDA

by Clarence L. Miller

One of the problems in connection with the operation of the various divisions of the USDA is the justification for requests for the annual budget. No sooner is one annual budget request granted, work begins on another.

There is in the Department a dedicated group of individuals who are often working at personal sacrifice. In recent years the status of Federal employees has been raised in the eyes of the public.

We are, at present, going through an agricultural revolution, brought about by increased size of farms, vertical integration and specialization. One of the main problems is to achieve a balance between production and consumption.

USDA works closely with Congressional Committees on legislation affecting the farmer and the public. The problems and needs are no longer restricted to the farmer alone.

The first Federal agricultural appropriation was under the U. S. Patent Office and passed in 1839. The USDA as such was organized in 1862.

The Land Grant College Act and Homestead Act were enacted in 1862.

In 1889 the Department of Agriculture was given Cabinet rank.

Large scale expansion of the USDA took place in the early 30's. The Hoover Commission recommended a reorganization of the Department. Secretary Benson then reorganized the Department according to the chart which appears on the next page.

Future agricultural problems will more nearly fall in the field of Federal-States Relations. Other divisions and agencies will help in solving these problems. Each agency is responsible for programming activities. Policy is born with the agencies but actually determined at the Assistant Secretary level or above.

An Advisory Committee to the Secretary has been provided by Congress. It works with the Secretary and reports to the President on over-all policy matters. The high caliber of Committee members is illustrated by the service of such men as O. B. Jessness, one of the country's foremost economists, and Jesse Tapp, President of the World Bank.

In a question and answer period it was brought out that many of the appropriations which are classified under agriculture benefit the general public as much as the farmer. Typical of such programs are the school lunch program and special milk fund.

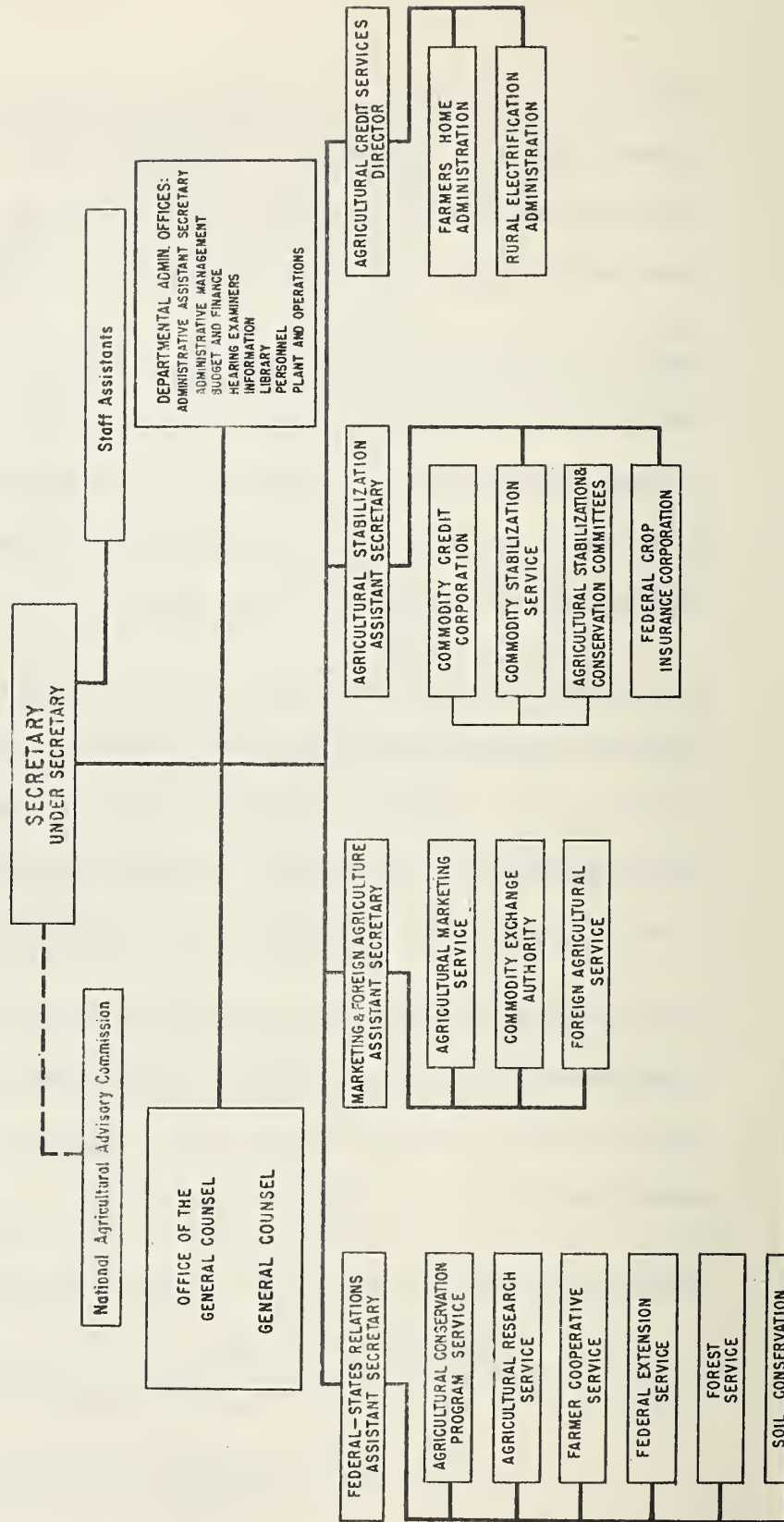
Conclusions: Matters pertaining to Agriculture are constantly changing.

Employees of the Department must be alert to the changes.

Summary prepared by:

Odea Evans (REA)
Raymond Lickert (ES)

UNITED STATES DEPARTMENT OF AGRICULTURE

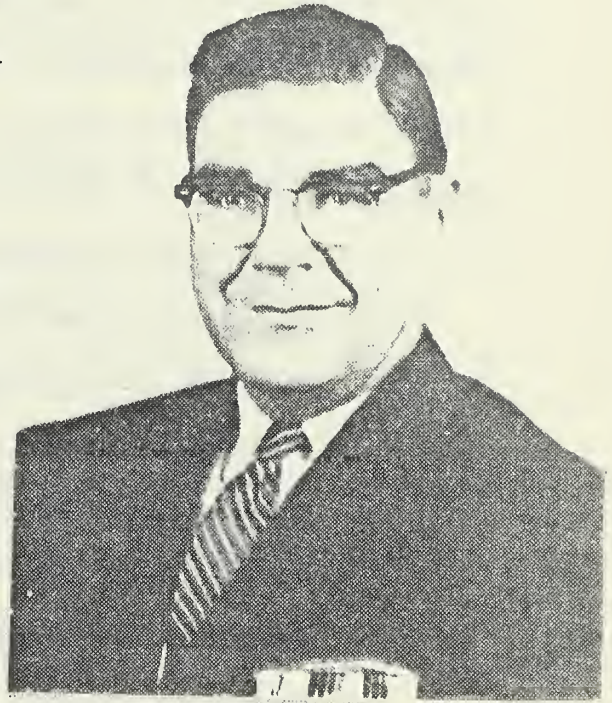


Tuesday, June 14, 1960 - Afternoon Session

Presiding: Roy L. Keely (FHA)

Henry G. Herrell, Assistant Administrator for Management, Agricultural Marketing Service, was born and raised on a farm in Virginia.

Mr. Herrell began his career in the Department of Agriculture as a Junior Messenger in the former Bureau of Plant Industry. He advanced through various clerical and administrative positions in a number of agencies of the Department while also acquiring degrees in law and accounting and business administration through night classes in local Universities. He is a member of the Bar of the District of Columbia. He has been Assistant Administrator for Management of AMS since it was established in late 1953.



FUNDAMENTALS OF MANAGEMENT

by Henry G. Herrell

Mr. Herrell's lecture was concerned with the essential elements of management. These essentials are relatively few but each contains many factors in itself. The following is a list of the fundamentals of management with a brief description of each:

1. Planning - The preparation of materials, manpower time, and resources to meet a predetermined objective. Planning may be short or long range. It applies to all sizes of organizations.
2. Organization - This involves the assignment of responsibilities for different phases of the job. Grouping similar functions in a single command to permit proper control.
3. Delegation - Select and train individuals capable of assuming responsibility. Along with responsibility must go the delegation of authority to accomplish the objective.
4. Supervision - While the manager must delegate responsibility and authority, he cannot abdicate the responsibilities assigned to him. The manager must provide adequate supervision in the form of instructions and follow-up inspections.
5. Humanizing - Effective management cannot exclude the personal consideration of employees. Their hopes, successes and failures, family and social conditions affect all of their

attitudes and abilities.

6. Communicating - This ability is one of the most essential managerial skills but it is not a one way street. There must be provisions for communicating - vertically, horizontally, diagonally.

Other elements of good management discussed by Mr. Herrell were:

1. Types of Leadership

- a. Autocratic - One-way, downward, no questions asked.
- b. Laissez-faire - Yes to one, no to others - result - confusion.
- c. Participative - Gets ideas from subordinates. Results being creative - decisions are reached and there is teamwork.

2. Supervisor's Basic Skills

- a. Technical
- b. Humanistic
- c. Conceptual

Mr. Herrell discussed the following factors that must be considered when planning a meeting:

1. Purpose and objectives
2. Time and place
3. Agenda
4. Who will participate
5. Materials needed

6. Transportation
7. Communications
8. Conference techniques

A number of very effective visual aids were used.

The lecture closed with a movie, entitled "The Eye of the Beholder" which illustrated how our actions and intentions can be very easily misinterpreted through the impressions we make on other people.

Summary prepared by:

Noel K. Sheldon (FS)
Joseph Blaha (ASC)

Wednesday, June 15, 1960 - First Morning Session

Presiding: Lawrence E. Haack (FS)

George A. Young, Employee Development Officer, Agricultural Marketing Service is a graduate of Michigan State University. He has worked in the Florida Forest Service, U. S. Forest Service, Civilian Conservation Corps, National Forest Administration, and Agricultural Marketing Service. In 1956 he authored the USDA Graduate School Course in "Administration and Supervision - Basic Principles and Practices." Since then he has administered this course for participants throughout the world.



GETTING, DEVELOPING, AND KEEPING GOOD ADMINISTRATORS

by George A. Young

This subject covers a multitude of sins; perhaps it would be well for us to try to uncover a few of them, and attempt to discover ways to

prevent the undesirable from happening, and to cause the acceptable to occur.

What is the job to be done? It's obvious that we need to have a clear understanding of what it is we want accomplished before we can logically set about selecting the people to do it. Management is administration. Administrative work is that performed by a manager. Management is a specialty - a science and an art, and extremely complex. The manager's responsibility is a grave one.

Who is responsible? The current management, of course. The management force has, as one of its first responsibilities, the appropriate selection and development of the members of the organization. Collectively these people are the organization.

A. In selecting the people, it is axiomatic that we need to make a real effort to select those individuals who appear to possess (preferably have evidenced their possession of) the requisite basic qualities. The influence of temperament, physical characteristics, mental capacity, environment, and opportunity are just a few of these factors

Some of the basic qualities are: The fortitude to face facts; the ability to delegate; discreet frankness; enough initiative; friendliness and consideration and unselfishness. Other basic qualities include appreciation; being sufficiently decisive; temperamentally

"normal"; firm but fair; reasonably tolerant and broadminded and, by all means, sufficiently interested in the field to make a real effort to succeed.

Some selection factors to guard against are: Politics - within the organization; nepotism; favoritism - for any reason; seniority - as the sole or primary basis; demonstrated outstanding competence as a personal performer in unrelated areas; and expediency.

B. In developing competent managers - the responsibility rests with the current management force.

When to start: Early - preferably before the individual enters his first supervisory assignment; and, by all means no later than then.

It's much easier and better that the individual gets started right at the right time.

What is the necessary course of action:

1. The individual has to acquire certain basic knowledge of the subject.
2. Apply the knowledge.
3. When certain proficiency levels have been met, the individual is given more responsibility.

A few fundamental concepts are:

1. Proper training and development of the individual.
2. Training is a line responsibility.
3. Training needs.

4. It's impossible not to train employees.
5. It's always with us - good - fair - or bad.
6. Training can either be good or bad, right or wrong.
7. Sound management begets capable managers; Sub-standard management breeds more of the same.

Utilization is an essential component that is ever present in the process of individual development. It is imperative that all those who exercise control over the individual achievements of other persons, constantly recognize certain fundamental facts. First, that individual development and utilization are inseparable companions, are inter-dependent considerations. Next, that a state of atrophy is the inevitable consequence of prolonged faculty non-use. Finally, that the attainment of an acceptable level of individual development is not possible in the presence of a state of substantial under-utilization.

C. Keeping able administrators; we keep these people in the same way we keep other desirable employees, by seeing to it that our outfit is a "good place to work", and, how do we do that?

By Efficient Management:

1. A sound organization.
2. Good advance planning with the right people participating in the right way.
3. A state of effective communications.
4. Individual performance.
5. The entire staff, the available resource, is utilized fully

6. An effective control system is present.
7. Problem situations are dealt with properly, and in a logical fashion.
8. Adequate managing standards are officially prescribed and effective controls insure an acceptable degree of adherence to them.

In summarizing management's job - the three logical steps in the manager development process appear to be acquiring the needed basic knowledge; the application of this knowledge under competent guidance in the actual work situation, and the assignment of greater responsibility.

There is no shortcut to the acquisition of managerial competence.

Conclusions:

1. The manager is a specialist.
2. Management training should begin with the first supervisory assignment, preferably before.
3. Demonstrated competence in one or more other specialized fields is hardly a valid criterion for forecasting the proficiency of an individual as a manager.
4. The primary function of the manager is to train properly and utilize appropriately.
5. On the work situation the employee is subjected to virtually continuous training.

6. Administrative problems represent a most valuable resource on which to base improvement and progress.

Summary prepared by:

Robert H. Marcum (SCS)

Wednesday, June 15, 1960 - Second Morning Session

Presiding: Lawrence E. Haack (FS)

Dr. Martin Marshall White is Dean of the College of Arts and Sciences, University of Kentucky. His experience includes the following:

Assistant Professor of Psychology, University of Oklahoma, 1928-30, Professor of Psychology, University of Kentucky, 1930, Associate Dean, Personnel Director, University of Kentucky, 1941-57, Dean, College of Arts and Sciences, University of Kentucky, 1947. He is past Chairman, Academic Deans Conference of



the South, and Chairman, Division of Arts and Sciences, National Association of Land Grant Colleges, and a member of the American Psychological Association, Mid-western Psychological Association, Southern Psychological Association, Phi Beta Kappa, Sigma Xi, Omicron Delta Kappa, Alpha Epsilon Delta and the Kiwanis Club. He is author of Experiments in Psychology, 1946, and contributor to the Journal of General Psychology, and the American Journal of Psychology.

STRENGTHENING HUMAN RELATIONS IN MANAGEMENT

by Dr. Martin M. White

Dr. White stated that the American people ride on movements and the problem of the present movement is human relations which is related to communications.

Dr. White discussed how some men are higher than others in an organization. The purpose of management is production of goods and services. Good human relations is good economical production, working cooperatively and receiving psychological and social satisfaction. Human relations in management is integration of people.

Communications and motivation are the reasons for working together. Communications depend upon the five sense organs, and the sender must be understood by the receiver. The two systems of communications are formal and informal.

The ten commandments of good communications are:

1. Stop talking.
2. Put talker at ease.
3. Show him that you want to listen.
4. Remove distractions.
5. Empathize.
6. Be patient.
7. Hold your temper.

8. Go easy on argument and criticism.
9. Ask questions.
10. Stop talking.

Motivation is leadership and is made up of five wants, namely, survival, safety, belongingness to groups, status, and self-realization. Satisfaction must come in the order named. Status is often made by titles to make people feel important. In order to get people to feel they belong, let them participate in decisions, assign responsibility and counsel, and take opinion surveys. The disadvantages of group decisions are slowness, levelling influence, and method of buck passing.

In Conclusion: Communication is the key to better human relations in management. Best job in human relations is what you do, and not what you say.

Summary by:

Frank C. Bell (FHA)

Wednesday, June 15, 1960 - Afternoon Session

Presiding: John P. Foley (ASC)

John C. Ryan, Chief, Examining Division, Sixth U. S. Civil Service Region, received his B. S. Degree in Business Administration at Xavier University, Cincinnati. He entered Federal Service in 1939 with the Sixth Civil Service Region and served in the United States Air Force from 1943 to 1946. At one time or another he has held every job in the Examining Division and was promoted to Division Chief in 1950. He is responsible for planning and directing the Federal recruiting and examining program, for the four state area of Ohio, Indiana, Kentucky, and West Virginia, comprising 170,000 Federal employees.



PROMOTING PROFESSIONAL STATURE IN THE FEDERAL SERVICE

by John C. Ryan

This subject is concerned first and last with people as they see themselves, as they see each other, and as the public views them. Stature is the product of public opinion and the public views government as a unity. The virtues and faults of individual representatives of government are ascribed to government at large. Any success we have in improving the stature of government will depend largely on efforts expended in doing the things we already know how to do.

Stature consists of three basic and essential ingredients. First, there must be confidence in ourselves individually. Secondly, we must have confidence in our associates and they in turn must have confidence in us. Thirdly, the public must have respect for us.

It may be said that stature results from competent and ethical conduct of business, sound employee relations and an eye for public and community relations.

Where Do We Stand?

Due to the public's limited knowledge of government, civil servants are often thought of as people of little ambition, performing rather menial work and interested chiefly in job security. Newspapers tend to play up the errors of government workers in an effort to publish newsworthy items. Low public opinion directly affects the government's ability to

get and keep good people and lowers morale which affects performance.

However, there are some encouraging signs in regard to the government worker's stature, and public opinion seems to be changing for the better. Fewer people now believe that the government worker is interested only in perpetuating his own job. There has been considerable improvement in the attitude of recent college graduates towards government service opportunities.

As government employees, we must understand and help the public understand the necessity for governmental regulatory directions and restrictions. We need to understand our agency's mission and our responsibility to it. Finally, we also need to evaluate our accomplishments periodically and plan new methods for achieving our mission.

Our agency brings us in frequent contact with the public - the same people we are trying to impress with our stature. Good performance is essential to public respect.

A manager must not tie himself up in detail, but detail must be attended to. The curt answer of a receptionist may nullify the good effects of other public relations efforts.

Conclusion: To improve the stature of government workers we must do our tasks well, have confidence in ourselves and let the public know of our activities and our accomplishments.

One of the points brought out during the lively discussion period was that government workers may improve their stature by making themselves available as speakers in their home communities. Membership in local organizations is also helpful.

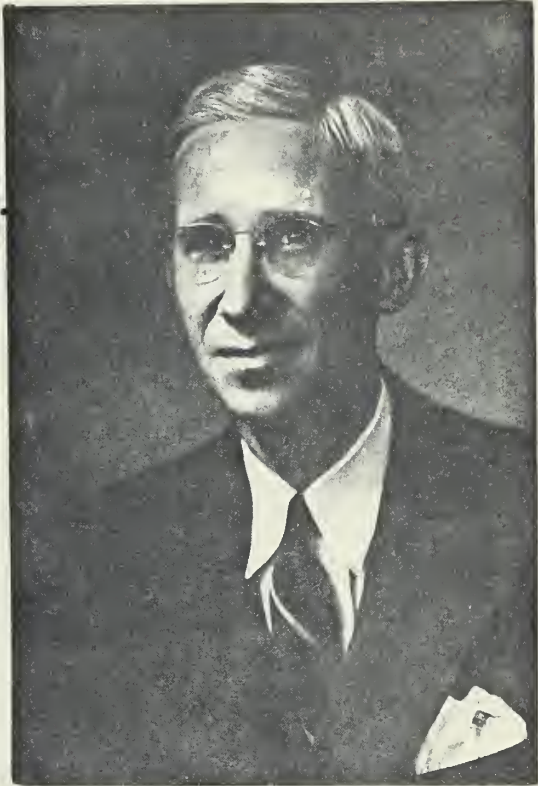
Summary prepared by:

Aubrey B. Feltner (FHA)
G. Dean Hasenmyer (AMS)

Thursday, June 16, 1960 - Morning Session

Presiding: Paul W. Vursell (REA)

Ralph E. Quick, Vice President in Charge of Finance, Brown and Williamson Tobacco Corporation, was born in 1901 at Lancaster, Ohio. He is a graduate of the University of Akron and did graduate work at Georgetown University School of Foreign Service, obtaining a master's degree (M.F.S.) in 1927. He has been with Brown and Williamson since 1931.



His entire business career has been devoted to the accounting, tax, financial and related aspects of the tobacco business. He organized the internal tax department in the mid 30's, became first comptroller of the company in 1946, and was elected vice president of finance and director in 1957.

He is past president of Louisville Chapter and past national director of National Association of Accountants and past president of Louisville Chapter of the Controllers Institute of America.

MANAGEMENT CONTROLS

by Ralph E. Quick

The speaker brought to the attention of the Workshop the organization and production controls of the Brown and Williamson Tobacco Company. The personnel policy of Brown and Williamson Company management was particularly stressed. The speaker noted that he spoke not from book research, but from actualities. The items discussed were not compared by the speaker to Governmental operations; this comparison was to be drawn by participants.

The speaker first spoke on the advantages to be realized from the free enterprise system in this country. He recognized that many similarities exist between business and government. In addition to the money profit motive, this system allows people to develop and to have freedom of participation in development and progress.

The organizational structure and organization functions of Brown and Williamson Company were discussed.

1. President.
2. Eight Vice Presidents.
3. Line responsibility of each Vice President in his assigned department.
4. Weekly staff meeting of President and Vice Presidents.

5. Committee on Manufacture, meeting weekly, makes all decisions on this and on capital expenditures.
 6. Other special committees organized across lines of responsibility of Vice Presidents.
 7. Has a complete organization chart showing classification and salary range of each position.
 8. Has planned salary administration program.
 9. Company adjusts organization to make best use of people.
- All personnel can't be world beaters.

The Brown and Williamson Company has a salary administration program which helps in the development and retention of promising executives. No written plan of outside training is used, but the company participates with individuals on cost of training in workshops and schools.

The company has business offices at Louisville, three factories and more than 40 storage warehouses. Decentralized organization of factories is used and the company purchases most supplies and services used in the manufacture and sale of its products.

All expenditures are budgeted in advertising and research fields except for emergencies. A cash forecast is made each quarter estimating cash needs for 12 months in advance. Also, experimental long term forecasts made; however, annual budgets are not prepared for all operations. In factory operations, foremen are furnished plans showing staff plan to use for each operational set-up.

Other points brought out in this discussion were:

1. The company uses punch card system in the Finance Section, and and may soon get computer equipment. The present system allows the credit manager to have a list on the status of each customer at 9:00 A.M. each morning.
2. For each 1,000 cigarettes made by the company there is 4.00 tax.
3. Foreign orders are all manufactured on special order basis.
4. The shareholder in the company would be comparable to a taxpayer in government.
5. There is compulsory retirement of employees at age 63. There is a company retirement plan.
6. Orders for products are shipped from strategically located warehouses on second day after order is received in the Louisville office.
7. The company factory in Louisville has conducted tours Monday through Friday. The company is interested in people seeing their factory. The best time is between 9:00 A.M. and 3:00 P.M.

This talk highlighted the many similarities of operation between a large corporation and a Federal government agency.

Summary prepared by:

William B. Bryan (SCS)
Homer V. Yonts (ASC)

Thursday, June 16, 1960 - Afternoon Session

Presiding: Dean L. Spearman (ASC)

Malcolm H. Holliday, Jr., Assistant Administrator for Operations, Farmers Home Administration, is responsible for the activities of the management divisions of the agency. A graduate of Morehead State College, Morehead, Kentucky, his career has included eight years as general agent for life insurance companies in Kentucky and Tennessee, eleven years as publisher and general manager of a chain of weekly newspapers and, for a short time, service as special assistant to U. S. Senator John S. Cooper.



He is chairman of FHA's Work Organization and Training Committee, a member of the USDA Management Improvement Committee and a member of the American Society for Public Administration.

DECISION MAKING

by Malcolm H. Holliday, Jr.

Decision making consists of four main elements. They are: personal involvement in a situation, alternate courses of action, possible consequences, and our own sense of values.

We should meet our own decision making responsibilities courageously, but should not usurp the responsibility of others. Many decisions are made on the basis of our sense of values, developed over our lifetime.

Alternate courses of action should be kept in mind when setting up a plan of action. One good alternative is precedent. The legal profession is built on this system. Alternate courses should be well thought out and be ready to put into effect should the main plan of action be cast aside.

The task of evaluating probable consequences is a dominating factor in decision making. It is the ability to recognize consequences and to analyze the total effect of the courses of action available to us that is important.

Our sense of values gives substance to our decisions. We develop this sense of values by the way we live. We should try to develop good traits like unselfishness, loyalty, honesty and fairness in our day-to-day life. These will carry over into the decisions we must make.

If we do not have these good moral qualities, many factors will be working against us instead of for us. Our employees will be uncooperative, we will be insecure and ill-at-ease, and our decisions will never satisfy others or ourselves.

Mr. Holliday's formal presentation was followed by an interesting and challenging practical work period. By permission of The Incident Process; Copyright 1958 by The Bureau of National Affairs, Inc., he presented "The Showdown," an incident involving a decision pertaining to personnel management. Mr. Holliday's brief statement of facts about the incident, supplemented by printed information and questions by the participants to bring out further facts, established the basis for a decision pertaining to the incident. Each participant then recorded his decision and reasons to support it.

Summary prepared by:

Melvin G. Smith (AMS)
Heber G. Vance (FHA)

Friday, June 17, 1960 - Morning Session

Presiding: Robert L. Hilliard (SCS)

Ernest C. Betts, Jr., Director of Personnel, U. S. Department of Agriculture, was born and reared on a Wisconsin dairy farm. He is a graduate of Platteville, Wisconsin, State Teachers College.

Mr. Betts has been a teacher and principal in Wisconsin rural schools. He has held various administrative posts with the Soil Conservation Service; USDA Office of Budget and Finance; the USDA Library; the Department of State, Division of Budget; the U. S.

Embassy, Beirut, Lebanon; and the Technical Cooperative Administration.

In 1953 he served as an assistant to Secretary Benson, and became Director of Personnel of the U. S. Department of Agriculture on December 2, 1956.



THE GENERAL MANAGER IN GOVERNMENT

by Ernest C. Betts, Jr.

The functions of management are the same in government and business. Many of the techniques are the same. Governmental management is different, however, with responsibilities in the protection of public interests. Government today is "Big Business," with approximately one-fourth the Gross National Product going into some form of government.

No action taken by a government official is immune from public debate or reaction. Matters of administrative detail that are treated as confidential in business frequently in government are the subject of public investigation. The "Goldfish Bowl" type of operation the government administrator faces brings problems not faced by the business administrator.

There is a public accountability in the government's business. Governmental managers are held publicly accountable for decisions, activities, and the money they spend. The variety of governmental activities extend from providing support to destitute people to sending million dollar missiles into outer space. Mistakes are costly and they differ from business mistakes as follows: If a shoe manufacturer makes a style of shoes that sell poorly, he may lose some money which he hopes to recoup next season, while if a governmental administrator makes a mistake in the missile program, survival of the country or even the

fate of mankind may be at stake.

We in the Department of Agriculture are not working with such weighty problems as determining the future of mankind ~~but~~, nevertheless, we do deal with difficult, complex and diverse agricultural programs that affect nearly every American family. America is a land of specialization and our department, with about 5000 different jobs, has many experts whose work must be correlated and integrated in order to develop high efficiency. Specialization has affected management in other ways. A highly efficient technician is not a good manager unless he also has a broad knowledge of human understanding and the ability to deal with others. The manager also needs broader "conceptual" skills of imagination, ethical and moral values, self-development and forward planning.

In the past, top management has concerned itself primarily - in both industry and government - with details of production, sales, finance or technological advancement. All these things are quantitative in nature. An executive today, however, must be able to move with confidence on unfamiliar grounds and the mere acquisition of quantitative information is not enough. He must be able to perceive central elements in situations, be able to evaluate their consequences, and have ability and courage to make decisions and move into action. In short, have good judgment and dedicated leadership which will motivate people.

The government manager must understand, coordinate and apply public policy and interpret it to those operating under his direction.

Mr. Betts presented the ten most important functions of top management:

1. To coordinate competing or related interests and harmonize conflicts within the organization.
2. To participate in determination of policy.
3. To interpret policy in general terms.
4. To symbolize the administrative program.
5. To direct implementation of the program.
6. To assume responsibility for the administrative organization and gear it to the job to be done.
7. To appoint top officials in the agency.
8. To coordinate the administrative machinery.
9. To facilitate legislative - executive relationships.
10. To maintain effective public relations.

Government today is faced with a dilemma in finding men in adequate numbers who have both the competence and qualities to meet the demands of leadership. There are many approaches to supplying these people who have both training and experience, but over the long term, government must inevitably produce its own leaders. If this be so, we must take a look at our recruiting and training programs.

Mr. Betts concluded with a definition of liberal education and the

advantages of selecting people with these qualities for leadership positions in the government in the years ahead.

In conclusion the question and answer period brought out a much broader understanding of the 1958 Training Act; the USDA graduate school; the variety of pay systems under which government operates and the scope of Agri-Business in our national economy.

Summary prepared by:

Robert C. Barre (SCS)
Arnold E. Broberg (AMS)



Friday, June 17, 1960 - Afternoon Session

Presiding: Raymond H. Lickert (ES)

EVALUATION OF THE OHIO-KENTUCKY TAM WORKSHOP

by George A. Young

At this point in the TAM Workshop, it is evident that we are "coming into the stretch;" the finish line is just ahead. Those who formulated initially the course of action for this program, recognized the need for taking a good look at past events in order to determine the extent to which the initial objectives were achieved - that's just good management.

We cannot evaluate the results of this workshop by results of what has taken place here during this week. These results are yet to come, and will be made by you and your superiors.

This evaluation is yours, not mine, and that's the way it should be. Your collective views are at least 26 times as valuable as mine. This is staff utilization, the very essence of sound management.

The written comments you have made since the first day reveal this has been a tremendously successful workshop. You offered a sizeable number of constructive suggestions; they are appreciated, they will receive serious consideration and there can be no doubt that a good many of them will be used. Some of the general areas mentioned were:

1. A little more advanced preparation in two or three areas.
2. Some modification of agenda content.
3. Some reapportionments of time allotted to specific discussion subjects.

A great deal of credit for this workshop should go to the planning group. You and I can see fully that these gentlemen should be highly commended, for they earned this recommendation. But this achievement would not have been possible through the efforts of the planning group alone. You as individual participants and as a collective unit, played a major role, and in my judgment with unusual success. This was intended to be a cooperative effort, and it worked out just that way. I commend you for the excellent job you did. Forgive me for injecting an experience that is quite personal in nature. A few weeks back, I was privileged to attend a luncheon given in honor of a personality who enjoys, and justifiably so, world-wide respect and admiration. This individual's address contained this verbatim statement: "The very essence of Democracy is the right of the individual to develop to the maximum of his ability." I am forced to conclude that this is the very essence of management as well.

PRESENTATION OF TRAINING CERTIFICATES AND FINAL COMMENTS

Formal Training Certificates were presented to the 26 workshop participants. Presentation was made by the members of the Workshop Planning Committee, who closed the session with remarks as follows:

I. The work of you, the participants, has been great in my estimation, and the manner in which you, the active members, have worked together, is to be highly complimented. (James M. Koepper)

II. The publication you are assembling will be something to be remembered for a long time, and I, like Jim, really feel you have finished a really fine job. (Harvey D. Bradley)

III. I would like to compliment Mr. Jim Humphrey for the splendid job he did preparing and assisting us in the workshop, we really appreciate this help, Jim. (Hugh James)

IV. You have now been exposed to the TAM effort. It is my hope that the exposure will have a contagious effect and that you will continue to strive to better yourself in the field of management. I congratulate you on your very fine work during the past week. (Arthur J. Nastre)

Summary prepared by:

Leroy V. Boger (SCS)
Joe E. Tarry, Jr. (AMS)

BIBLIOGRAPHY

OHIO-KENTUCKY TAM WORKSHOP

BOOKS ON LEADERSHIP DEVELOPMENT

The titles listed below represent currently available books which cover a wide variety of subjects in the field of administrative management which were recommended by the Library Committee. While the books were not individually evaluated, they believed the bibliography itself would be valuable as source references.

American Assembly	The Federal Government Service; Its Character, Prestige and Problems	1954
Barnard, C. I.	The Functions of the Executive, Harvard University Press	1954
Bernstein, M. H.	The Job of the Federal Executive. Washington, Brookings Institute	1958
Brink, V. Z.	Internal Auditing. Revised and re-written by J. A. Cashin, 2nd Ed. New York, Ronald Press	1958
Cantor, Nathaniel	Dynamics of Learning, Foster & Stewart	1946
Cartwright, Dorwin	Group Dynamics; Research and Theory Row	1953
Halsey, G. D.	Supervising People. New York, Harper	1953
Drucker, Peter F.	America's Next Twenty Years. Harper	1957
Hoslett, S. D.	Human Factors in Management. Rev. ed.	1951
Drucker, Peter F.	The Practice of Management. Harper	1954
Haire, Mason	Psychology in Management. New York, McGraw-Hill 2nd Ed. McGraw	1951

Leavitt, Harold J.	Managerial Psychology. Chicago University of Chicago Press	1958
Lateiner, Alfred R.	The Techniques of Supervision. Nat. Foreman	1954
Macy	Growth and Development of Executives Cambridge, Harvard University Press	1950
Osborn, A. F.	Applied Imagination; Principles and Procedures of Creative Thinking. Rev. ed. New York, Scribner	1957
Pfiffner, J. M.	The Supervision of Personnel; Human Relations in the Management of Men. 2nd Ed. New York, Prentice-Hall	1958
Pigors, P.	Personnel Administration, a Point of View and a Method. 3rd Ed.	1956
Redfield, C. E.	Communication in Management; the Theory and Practice of Administrative Communication. Rev. ed. Chicago, University of Chicago Press	1958
Roethlisberger, F. L.	Management and Morals. Cambridge Harvard University Press	1953
Schell, E. H.	Technique of Executive Control 85th Ed. New York, McGraw-Hill	1957
Selznick, F.	Leadership in Administration; A Sociological Interpretation. Evanston, Ill. Row, Peterson	1957
Simon, H. A.	Administrative Behavior; A Study of the Decision Making Processes in Administrative Organization. 2nd Ed. New York, MacMillan	1957
Summer, Chas. E., Jr.,	Factors in Effective Administration. N. Y. Columbia University Press (not identi.)	1956
U. S. Bureau of the Budget	Improvement of Financial Management in the Federal Government	1956

U. S. Civil Service Commission	Evaluating Your Personnel Management	1954
U. S. Civil Service Commission	Community Relations: A Guide for Federal Agencies. (Personnel Management Series 12)	
U. S. Department of the Air Force	The Management Process (Air Force Manual 25-1)	1954
Urwick, Lyndall F.	The Pattern of Management. Minneapolis University of Minnesota Press	1956
Chapman and Others	Toward the Liberally Educated Executive	1959
Nichols, Ralph G.	Are You Listening? McGraw-Hill	1957

SPECIAL COMMITTEES AND ASSIGNMENTS

1. Evaluation and Advisory Committee

This committee's responsibility was to work with the workshop planning committee in the conduct of the daily activities of the workshop, to make suggestions for changes in the daily schedule and review the comments submitted by the participants.

Roy L. Keely, FHA - Chairman

Arnold E. Broberg, AMS

James W. Dye, SCS

Noel K. Sheldon, FS

Homer V. Yonts, ASC

2. Editorial Committee

This committee compiled and edited this report on the Ohio-Kentucky TAM Workshop.

John P. Foley, ASC. Chairman

Frank C. Bell, FHA

Joseph Blaha, ASC

Lawrence Haack, FS

G. Dean Hasenmyer, AMS

Robert H. Marcum, SCS

3. Film Review and Selection Committee

This committee reviewed several films from the University of Kentucky library, to select appropriate films for showing. However,

due to the full schedule for the workshop, only one film was shown.

William B. Bryan, SCS, Chairman

Joe E. Tarry, AMS

Robert Hilliard, SCS

Reynolds N. Lowe, AMS

Clinton H. Newman, FHA

Dean L. Spearman, ASC

4. Library Committee

This committee selected and maintained the reference library used by workshop participants and compiled the bibliography contained in this report.

Leroy Boger, SCS, Chairman

Odea Evans, REA

Aubrey B. Feltner, FHA

Joseph Griffiths, FS

Paul W. Vursell, REA

5. Recreation and Social Committee

This committee arranged for the group picture in this report.

Information on recreational facilities available was furnished the group. On Wednesday afternoon (June 15), following the close of the formal meeting,

the committee conducted a tour for participants of some of the farms in the Lexington area. A good cross section of crops and livestock operations proved interesting to all.

Raymond L. Lickert, ES, Chairman

Robert C. Barre, SCS

Melvin G. Smith, AMS

Heber G. Vance, FHA



